



# Collaborative Quality Improvement (CoQI)

The Division of Child Protection & Permanency's quality improvement framework



## What is CoQI?

Collaborative Quality Improvement (CoQI) is a process used by the New Jersey Department of Children and Families' (DCF) Division of Child Protection & Permanency (DCP&P) to assess performance, develop improvement plans, and manage organizational change. CoQI leverages collaborative problem-solving between the DCP&P leadership and frontline staff, with support from quality improvement experts from DCF's Office of Quality (OOQ), to develop and manage improvement plans to address self-identified priority areas of improvement. CoQI facilitates supportive processes that encourage staff development, critical thinking, and proactive problem-solving.

In DCP&P, CoQI includes processes at the Local Office, Area Office, and Central Office levels. At the Local Office Level, it is made up of two concurrent processes: the *Rapid Improvement Planning Cycle* and the *Annual Improvement Planning Cycle* (see Figure 1 below). The Rapid Improvement Planning Cycle is an ongoing process to assess fidelity of practice using Key Performance Indicators and supervisor observations to generate time-limited goals and action steps to support rapid performance improvement. The Annual Improvement Planning Cycle is a annual process that begins with an in-depth analysis of qualitative and quantitative data, derived from multiple data sources, including administrative data, family interviews, record reviews, and federal practice reviews. In the Annual Improvement Cycle, the CoQI team identifies areas of strength and challenges, leading to the development and implementation of an improvement plan with clearly defined performance goals. The CoQI team meets regularly to review progress, and to identify and address barriers and assess the impact of the plan.

At the Area Office and Central Office levels, DCP&P Area and Central Office leaders will convene regularly to identify practice strengths and challenges emerging from CoQI within and across Areas, collaborate and support the development and implantation of the rapid and annual plans, address barriers impacting success, hold Local Offices accountable for progress toward performance goals, and celebrate performance improvements.

## How is CoQI being implemented by DCP&P?

Local Office CoQI practices launched in May 2022. Each Local Office CoQI team includes Local and Area Office leaders, case practice experts, and casework supervisors who participate in the Rapid and Annual Improvement Planning Cycles, co-facilitated by the Local Office Manager and OOQ. The Rapid Cycle, which launched in all 46 DCP&P Local Offices in May 2022 and occurs regularly throughout the Local Office CoQI cycle. The Annual Cycle kicked off in July 2022 with case record reviews that examine the quality of case practice, consensus building around strengths and challenges, and the development and implementation of an improvement plan. The rollout will include four consecutive cohorts of 11-12 Local Offices over the next year. The detailed steps of the CoQI process can be found in **Figure 1**.

Full implementation of the Area and Central Office CoQI processes will launch in 2024.

# Figure 1: DCP&P Local Office CoQI Cycle

